

CHAPTER 9 TRAINING

APPLICABILITY

This chapter provides an overview of current and future training trends, concepts, and policies. It applies to the Total Army.

MANAGEMENT

The purpose of the Army is to fight and win our nation's wars. Soldiers and units train to fight or support the fighting. Each soldier is trained to perform a job. The unit is trained to do its mission. As training manager of your unit, your aim is to use limited resources efficiently to train your soldiers so that they can perform their peacetime and wartime missions, as well as environmental protection and worker safety and health issues. The challenge to the Army as we enter the 21st century will be to prepare for both war and SASO. Training is a never-ending task. You must constantly challenge your soldiers to do their best in peacetime as well as in combat.

Leader Responsibilities

All leaders must require their subordinates to understand and perform their roles in training. The commander assigns primary responsibility to officers for collective training and to NCOs for soldier training. NCOs also have the responsibility to train sections, squads, teams, and crews. The commander is responsible to combine leader and soldier training requirements into collective training events using multiechelon techniques.

Types of Training

There are several different types of training. They are defined below.

- **Individual training.** Individual training is the training the soldier receives, either in institutions or units, that prepares him to do specified duties and tasks related to his assigned MOS and duty position.
- **Collective training.** Collective training is the training of a group of soldiers (crews, teams, squads, and platoons) to do tasks required of a group as a whole.
- **Institutional training.** Institutional training is conducted in schools (Army service school, USAR school, NCO academy, and unit school) or Army training centers. This training may be individual or collective.
- **Unit training.** Unit training is the training conducted in the unit. It may be individual or collective.
- **On-the-job training.** OJT is given during working hours under the supervision of designated members of the company. The trainee is expected to follow a training schedule that covers all aspects of their assigned duties.
- **Distance learning.** Distance learning is the delivery of standardized individual, collective, and self-development training to soldiers and units at the right place and time through the application of multiple delivery means and technologies. It may involve student-instructor interaction in real time or it may involve self-paced student instruction without the benefit of instructor access.

Principles of Training

Leaders must know and understand the principles of training to effectively train their units. The principles provide direction, but are sufficiently flexible to accommodate local conditions and the judgment of commanders and other leaders. The nine principles of training are:

- Train as a combined arms and service team.
- Train as you fight.
- Use appropriate doctrine.
- Use performance-oriented training.
- Train to challenge.
- Train to sustain proficiency.
- Train using multiechelon techniques.
- Train to maintain.
- Make commanders the primary trainers.

MISSION-ESSENTIAL TASK LIST

Since constraints are placed on training, not all tasks can be allocated the same amount of training time. Therefore, battalion and company commanders must compile the collective mission essential tasks which must be successfully performed for the organization to do its wartime mission. This compilation is referred to as the unit's METL. The METL will need to be developed and revised periodically. When the unit receives a new wartime mission, it will need to adjust their METL or develop new METL. The procedures for METL development are described in FM 25-101.

INDIVIDUAL TRAINING

Individual training is the training of individual soldiers in institutions or units to prepare them to do their missions. Unit commanders select and train the individual tasks that support the collective tasks of their unit METL. Individual training should be task-based, as realistic as possible, and performance-oriented; that is, it should concentrate on the actual performance of a specified task. Some of the products and materials available to leaders to train soldiers are given below.

Correspondence Courses

The Institute for Professional Development, under the Army Training Support Center, administers the ACCP. Certain individual proponents administer their own programs. Correspondence courses and subcourses are self-contained, self-paced, and portable. They are distributed worldwide through the US Postal Service. They help bridge the training gap between resident courses, make soldiers more proficient, and prepare them for additional duties or assignments. Correspondence courses currently earn promotion points for specialists (E4) and sergeants (E5). The courses, phases, subcourses, and enrollment instructions are described in DA Pamphlet 351-20. Enrollment is done by completing DA Form 145.

Soldier Training Publications

STPs consists of soldier's manuals, training guides, and officer foundation standards manuals. The soldier training publications contain critical tasks and other training information used to train soldiers and standardizes individual training. It provides information and guidance in conducting individual training in your unit. These publications will aid the trainer, trainee, and commander in training individual critical tasks.

Graphic Training Aids

GTAs include printed texts, job aids, recognition cards, simulations, instructional charts, simple devices, and battlefield simulation games. An index of graphic training aids is found in DA Pamphlet 25-37.

Resident Training

These are the courses conducted at fully accredited and integrated AC/ARNG/USAR schools that provide standard institutional training and education to the Total Army. This training through the TASS is costly and takes

the soldier away from the unit. At times, it is the only way to teach complicated tasks. DA Pamphlet 351-4 lists and describes courses offered by TASS.

Interactive Courseware

ICW is the term used to describe any form of instruction in which a computer is used to enhance, deliver, or develop instruction. This is an interservice term that is synonymous with CBI. ATSC will develop the distribution plan for ICW products. Examples of ICW are:

- CAI is used to actually present the instruction. It involves interaction between the student and the computer. Text, graphics, and some low level computer audio are primarily used. CAI may be delivered on a videodisk, floppy disk, hard disk, or CD-ROM based system.
- CMI manages the instruction by computer, including registration, pretesting, diagnostic counseling, progress testing, post-test, and disenrollment.
- Multimedia uses text, graphics, digital audio, animation, and up to full motion digital video. It is delivered on a multimedia work-station or personal computer by hard disk, floppy disk, or CD ROM.

Video-teletraining

VTT is delivered via communications links such as satellite or cable links. VTT is a user-funded capability for all Army trainers. It takes the training to the students, expands the training base, and connects with other service, federal, and state networks for joint and multiservice training. VTT capability requires installation of equipment. When capability exists, a course begins with a unit's request to receive training. Virtually any course that can be taught in a classroom can be taught over VTT. For more information on VTT, refer to the VTT Procedures Guide.

Audiovisual Training Products

TASC provides centralized audiovisual support to all authorized users within a geographical area. Worldwide support center locations are listed in DA Pamphlet 350-100. Trainers can get a catalog listing audiovisual training products.

On-the-Job Training

OJT is conducted at the unit, while the soldier performs the duties he is being trained for, under supervision by unit personnel.

COLLECTIVE TRAINING

Collective training prepares cohesive teams and units to do their mission on the battlefield and in SASO. Collective tasks are derived from unit missions and require group participation for their accomplishment. It describes exact performance a unit must perform in the field under actual operational conditions. The critical collective tasks of a unit are the essence of the unit's METL. Some of the products and materials available to assist the commander and leaders to train collective tasks are given below.

Mission Training Plans

An MTP is a training document that provides a clear description of "what and how" to train critical collective tasks. They are designed to identify and elaborate on critical wartime missions in the form of TEOs. They are part of the ADTLP. The MTP for your unit is ARTEP 10-416-MTP for the petroleum pipeline and terminal operating battalion, ARTEP 10-416-30 MTP for the HHC of the petroleum pipeline and terminal operating battalion, and

FM 10-416

ARTEP 10-417-30 MTP for the petroleum pipeline and terminal operating company. MTPs consist of the following chapters:

1. Unit Training.
2. Training Matrixes.
3. Mission Outlines.
4. Training Exercises
5. Training an Evaluation Outlines.
6. External Evaluations.

Drills

Drills are disciplined, repetitious exercises that teach and perfect a skill or procedure. They are linked to MTPs as a method for executing a collective task or task step. There are two types of drills. Both types require minimal leaders orders and are standard throughout the Army.

- Battle drill. This drill is a collective action executed by a platoon or smaller element. The action is vital to success in combat or critical to preserving life. The drill is executed on a cue, such as enemy action or a leader's order, and is a trained response.
- Crew drill. This drill is a collective action that a crew of a weapon or piece of equipment must perform. The action is a trained response to a leader's order or the status of the weapon or equipment.

Exercises

Collective task training designed to develop proficiency and crew teamwork in performing the task to standard. It also provides practice for performing supporting individual critical tasks. Types of exercises are:

- Command field exercise. A CFX is a field training exercise with reduced troop and vehicle density, but with full command and control, and combat service support elements.
- Command post exercise. A CPX is an exercise in which the forces are simulated. It may be conducted from garrison locations or between participating headquarters in the unit.
- Field training exercise. An FTX is a scenario-driven tactical exercise used to train and evaluate critical collective and supporting individual tasks in a collective environment that simulates the stress, sounds, and wartime conditions. It is conducted in an austere field environment through all weather conditions and during both night and day. The FTX should guide soldiers through a series of events exposing them to the rigors of duty performance during wartime operations.
- Live fire exercise. An LFX is an exercise designed to allow a unit/team to engage targets with its organic weapons and support.
- Situational training exercises. An STX is a short, scenario-driven, mission-oriented, tactical exercise that trains closely related collective tasks and drills together. Situational training exercises provide sustainment training for tactical mission proficiency.

Training Support Packages

A TSP is a complete, exportable package integrating training products, materials, and/or information necessary to train one or more critical tasks. It can be very simple or very complex. A TSP for collective training is a package that is used to train critical collective tasks in the unit.

Combat Training Centers

The Army CTC program provides realistic joint service and combined arms training in accordance with Army doctrine. It provides training units opportunities to increase their collective proficiency on the most realistic battlefield available in peacetime. The four components of the CTC are:

- The National Training Center
- The Combat Maneuver Training Center
- The Joint Readiness Training Center
- The Battle Command Training Program

ENVIRONMENTAL PROTECTION TRAINING

The following recommended courses should be tailored to meet specific unit environmental program requirements. Include the SPCC plan, as needed.

- Environmental Awareness
- Hazardous Communication
- Hazardous Waste Operations including spill response/cleanup
- Hazardous Waste Management
- Hazardous Waste Minimization or Pollution Prevention

TRAINING THE TRAINERS

Soldiers who assist in training the company also have to be trained. Training the trainers is one of the most important aspects of training. An untrained or ill-prepared trainer will destroy the best laid training plan.